

# THE WINDOW

“I don’t predict. I just look out the window and see what’s visible but not yet seen.”

— Peter F. Drucker

## Letter from Claremont

The biggest frustration that we hear with Peter Drucker’s body of work is that it’s simply too vast. How can you possibly find the one insight that you need among 10,000 book pages?

One Drucker fan has likened it to “trying to figure out where to dip your cup in the ocean.”

Finally, the search is over. In early October, we will launch *Drucker Unpacked*—a series of do-it-yourself workshops-in-a box that distills some of Drucker’s most essential writings so that organizations can turn his ideas into action.

*Drucker Unpacked* was born of a perfect marriage. We at the Institute have been talking with executives from across all sectors about the challenges that their organizations are facing, including making more effective decisions, innovating,

determining what to stop doing, better understanding their customers, and reacting to an ever-changing business environment.

Drucker, of course, had plenty to say about all of these things. But beyond telling people to go read his words—or listen to us talk about them, we didn’t

have a good way to help convert Drucker’s teachings into practice.

That is, until we met our friends at the WildWorks Group. WildWorks has spent years developing and perfecting a process by which people can quickly absorb complex bits of information and then work collaboratively to apply this new knowledge.

*Drucker Unpacked* builds on this methodology—but adds a twist. Using self-facilitation tools that

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### Drucker Society Spotlight

How Drucker Societies worldwide are advancing ethical leadership and effective management.

Many people have labeled Peter Drucker a “business guru.” And it’s easy to see why, given that he advised IBM, Intel, Procter & Gamble, General Electric and many other corporate giants.


But Drucker also worked closely with an array of nonprofits, including the Girl Scouts and Red Cross, and counseled a host of government officials as well.

It is in this spirit that the Drucker Society of Northern California, centered in Chico and under the leadership of Scott Winter, is determined to have an impact across the whole community.

Rather than focusing on just corporations, academia, nonprofits, or public agencies, Winter is using Drucker’s insights to, as he puts it, “increase capacity and really get things done.”

The Society has already presented our “Closing the Responsibility Gap”

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Find out what the world’s greatest management thinker means to today’s business leaders in a new book co-authored by the faculty of the Drucker School of Management. [Pre-order now available](#) from 

**BusinessWeek**

### “The Drucker Difference” on BusinessWeek.com

Rick Wartzman, executive director of the Drucker Institute, writes a bimonthly column for *BusinessWeek* online that ties Peter Drucker’s work to today’s headlines. For a list of all of his columns, [click here](#).

Rick’s recent “Drucker Difference” columns:

- [Health-Care Reform: The Right Kind of Compromise](#) Aug 21, 2009
- [Management as a Liberal Art](#) Aug 7, 2009
- [Innovation Isn’t Just for Startups](#) July 24, 2009
- [Manage Your Boss](#) July 10, 2009

## Letter from Claremont, cont'd

WildWorks created specifically for Unpacked, participants teach themselves core Drucker principles and then leave the workshop—just two-and-a-half hours later—with an action plan in hand, both for their team and for each individual member.

Because Unpacked is self-guided, it eliminates the need for a costly management consultant or expert facilitator. And at just \$399 per workshop, it costs about as much as a nice lunch for the team.

Perhaps the best part is that anyone can do it. During one of our pilot tests, we specifically asked that the shiest person in the group, who knew nothing about Peter Drucker, act as facilitator. She tucked her nose into the pages of our facilitator guide and read straight from the script that's included. Still, the workshop was an unqualified success.

If you'd like to be notified when Unpacked is available for purchase later this fall, just drop us an email at [unpacked@druckerinstitute.com](mailto:unpacked@druckerinstitute.com).



Rick Wartzman and Zach First  
Executive Director and Managing Director

## FROM THE ARCHIVES

After considering Peter Drucker's long and accomplished career, Sumantra Ghoshal of the London Business School remarked that Drucker practiced "the scholarship of common sense."

This was no backhanded compliment, coming after Drucker not only had written dozens of books and countless scholarly articles, but had also seen his principles applied by many of the world's largest companies and nonprofits. He was a university professor and a philosopher, to be sure, but one who was clearly mindful of having an impact in the real world.

What is striking is that this practical bent seems to have marked Drucker from the start.

A flyer from the early '40s, promoting a series of "stimulating and highly informative" talks by Drucker on "economic forces at work in the

world today," presents a thinker who has established quite a reputation for himself, even though he is only in his 30s.

This circular calls particular attention to Drucker's first book, 1939's *The End of Economic Man*, which it says "is being hailed by economists everywhere as the most thought-provoking analysis of the totalitarian ideology that has yet appeared." During his lectures, the flyer notes, Drucker is "keenly alert to the philosophic concepts and social implications of his material."

But then it adds this: "They are presented in terms that the average businessman can understand and appreciate." Drucker, it declares, is "one expert with his feet on the ground."



Celebrate the Drucker Centennial this fall at events around the world.

Learn more at [www.Drucker100.com](http://www.Drucker100.com).

## Society Spotlight, cont'd

program to business students at Cal State Chico.

The session is designed to introduce people to some of Drucker's main ideas on effective management and ethical leadership—no matter which sector they're in.

Soon, the Society will deliver the "Responsibility Gap" presentation to city managers and the Rotary Club. It is also set to convene area nonprofit leaders to "bring them onboard," Winter says.

For Winter, Drucker provides a "common language" with which all these local leaders can grow "familiar and comfortable."

Our community has "limited resources and capacity," Winter says. "The key is to manage those resources proactively and to fill the gaps" that inevitably develop when groups take a narrow view of their responsibilities.

In Chico, they're taking the wide view—which is to say the Drucker view—instead.